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4 September 1984**Working Profile: Langhorne A. Motley*****The Resident Rascal  
Of the State Dept.*****By PHILIP TAUBMAN***Special to The New York Times*

WASHINGTON, Sept. 3 — Although he was once an Air Force officer and a successful Alaska land developer and remains an ardent Republican, Langhorne A. Motley, the Assistant Secretary of State for Inter-American Affairs, can be a scamp.

When business is done, and sometimes when it isn't, Mr. Motley, who prefers to be called Tony, likes to slap a back or two, flash an urchin grin and launch into a story or joke that would make the average diplomat wince.

"What do Costa Rica and El Salvador have in common?" Mr. Motley once asked, according to a colleague. The answer: "Neither country has an army." The joke, of course, was not the routine State Department comment on the sometimes erratic performance of the Salvadoran armed forces. Costa Rica does not maintain an army.

**A Key Policy Maker**

But the irreverence, while genuine, is also deceptive. In the 14 months since Mr. Motley took over the management of Latin American policy at the State Department, he has used the skills of a politician and businessman to accumulate considerable influence and power and has emerged as a key policy maker in the Reagan Administration.

With strong support from his chief, Secretary of State George P. Shultz, Mr. Motley was the main advocate of the invasion of Grenada last fall. When the invasion, which was initially opposed by the Defense Department, turned out to be a public success, Mr. Motley got much of the credit at the White House.

This year he pressed for opening negotiations with Nicaragua and finessed opponents within the Administration by quietly arranging for Mr. Shultz to make an unexpected visit to Managua in June. President Reagan approved the visit, but many senior Administration officials first learned of the trip after Mr. Shultz landed in the Nicaraguan capital.

While Administration policy has not changed significantly since Mr. Motley took office, he is credited with making it more popular in Congress and reviving the State Department's influence after a dormant period fol-

lowing the departure of his predecessor, Thomas O. Enders, who had dominated the policy formulation process. Mr. Enders, who was forced out by the White House because he was considered to be excessively interested in negotiating with the Nicaraguans, is now the United States Ambassador to Spain.

**What the Critics Say**

Critics of the Administration policy in Central America, although somewhat disarmed by Mr. Motley's style, contend that he has only made a bad policy seem more palatable and has supported the Administration's military buildup in the region and use of covert intelligence operations to advance American interests.

In concert with Gen. Paul F. Gorham, the commander of United States military forces in Latin America, Mr. Motley, these critics say, has helped fashion a policy that is preoccupied with countering Communist subversion in Central America and that could ultimately lead the United States into war.

Mr. Motley thinks the Administration is on the right course. "When Ronald Reagan took office," he said in a recent interview, "if you were going to address the chief of state of three of the four countries in Central America, not counting Nicaragua, you would call them 'General.' Now there's an elected civilian leader in Honduras and in El Salvador, and if you wait until 1985, there will be one in Guatemala. That's significant progress."

He also says opponents of the policy here and abroad are losing ground. "If you look at the progress that's been made over the last four years," he said, "the critics have got to look around and find new targets. I call it my lily pad theory. If you keep taking away the lily pads, a bullfrog has got fewer places to jump."

Mr. Motley, a compact, energetic man of 46 years who sprinkles his conversation with expletives and is apt to tell colleagues after a diplomatic rebuff that he "was stifled," has little patience for prolonged debates about policy. "Tony is more a problem-solver than a conceptualizer," a White House official said. A State Department colleague described him as "a strong implementer with fantastic political instincts."

The colleague added: "He's not one to get lost in internecine bureaucratic battles and philosophical debates."

The White House official said Mr. Motley particularly enjoys brainstorming with other senior officials about covert intelligence activities and military maneuvers. "He's like a kid in a store filled with toy soldiers," the official said.

**Friendly Persuasion**

Unlike Mr. Enders, whose intellectual style often intimidated colleagues and who used his towering height and impassive mien as debating weapons, Mr. Motley, like a politician, operates primarily through friendly persuasion.

The contrast between the two men remains a source of fascination at the State Department. An official who knows both men said: "Tom looked to define the right course of action in terms of issues. It was an intellectual process, a classic policy-planning exercise revolving around principles and ideas, the way they teach it at Harvard. Tony's approach is to say, 'What do I have to get done, who do I have to move and who are their bosses?' He sees a problem in terms of organization and human relationships."

The contrast, this official added, is symbolized by the way the men prepared for Congressional appearances: "Tom focused on finding just the right words. Tony always wants a chart. 'Give me something they can see,' he says."

When Mr. Enders departed, a power vacuum developed that was quickly filled by the Defense Department, the Central Intelligence Agency and, most of all, the White House national security staff, led at the time by William P. Clark, now Secretary of the Interior.

**As Ambassador to Brazil**

Mr. Motley, by most accounts, performed exceptionally well in two and a half years as Ambassador to Brazil. Born and reared in Rio de Janeiro, he compensated for his lack of diplomatic experience with his fluent Portuguese and direct approach, gaining

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